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ABSTRACT

This series of brief two-page essays is published quarterly by the Network of California Community College Foundations to address topics related to development activities typically conducted by educational foundations. Volume 1 includes "Your Message is as Clear as Your Mission Statement," by Pat Rasmussen and James M. Anderson, which suggests that due to low public awareness of college missions, mission statements are crucial in both fund raising and heightening awareness. The essay provides tips on writing a mission statement, examples of clear mission statements, and a description of the close connection between foundation and college missions. "Meeting the Challenge: How To Get a Planned Gifts Program Started," by Don Love, explains the market for planned giving, the definition of planned giving, types of planned gifts, the purpose of such gifts, and steps required for getting started. "Writing for Dollars: Proposals to Foundations and Corporations," by Ann Ransford, discusses various aspects of grantsmanship and the elements of successful attempts to attain grants. Finally, "Major Gifts or 'How to Land the Big Ones'," by Richard P. Codd, highlights the steps in soliciting money from large donors, including preparation and research, locating a donor, preparing a presentation, record keeping, and recognizing donors, and discusses possible pitfalls. (MAB)

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FOUNDATION DEVELOPMENT Abstracts

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Edited by James M. Anderson, Ph.D.

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NETWORK OF CALIFORNIA COMMUNITY COLLEGE FOUNDATIONS

FOUNDATION DEVELOPMENT Abstracts

YOUR MESSAGE IS AS CLEAR AS YOUR MISSION STATEMENT

Pat Rasmussen and James M. Anderson

A persistent, clear message of the mission of the community colleges will be necessary to overcome the current misperceptions about them, according to Mark Grossman of the marketing firm Gross, Burson, and Marstellar.

The firm recently completed an audit of selected community colleges and composed an action plan to improve the image of the 107 California community colleges.

The image report will not only assist the colleges in enhancing their public image but will have additional implications for resource development officers. As foundation mission statements are developed, they should reflect a symbiotic relationship between the mission of the college and that of its foundation. The harmony of both statements will bring about greater fund-raising potential and will help raise the image of our community colleges.

The result of the image study, released by the Community College Foundation, yield no surprises to those who have worked in the system. The public still perceives the community college as a provider of a second-rate education. Many are misinformed about the services our colleges can provide.

Public Awareness of College Missions is Low

The general public is not aware of the mission of the community colleges in the state or the multiplicity of benefits they bring to our communities. They are even less aware of our foundations and are often reluctant to give funds to help our tax-assisted colleges.

One way to improve our image is to make certain our message is clear, focused, and repeated often. As our colleges plan their futures, the plan should be apparent in a mission statement, and the entire college community—faculty, staff, foundation, must understand the plan and be willing to support it collectively.

Resource development officers will find it increasingly difficult to raise money for institutions that do not have a clear vision of the future. Donors are more apt to give to foundations that support progressive colleges that have a plan to serve the needs of its constituency.

Equally important for successful fund raising will be a mission statement for our foundations that projects the image of the college and its needs for the future. As long-range plans are developed for our colleges, development officers should make a conscientious effort to merge the college's mission with that of the foundation so that the two organizations work in harmony.

Often foundation volunteers can do a great deal to help clear the misperceptions of the role of the community college. Generally, foundation directors are educated business and community leaders who have the respect of the general public. Immersing them in the mission of the college and the foundation will help them to understand the college and its needs and to visualize the positive role the college will play in the community.

If your foundation does not have a mission statement, there's no time like the present to write one. It should be a clear, concise set of messages tailored to the audience. The statement should create a strong impact on he identity of your organization and the mission of the college.

Donors are making an investment in your institution and as investors they want to know what the organization has done, what it plans to do in the future, and what benefits their investment of time and money will bring.

The mission statement must carry with it a vision for the future, and it should be synchronized with the mission of the college. it must inspire and challenge the donors to play a role in making the future vision happen.

The Case statement is the plan behind the organization—a reiteration of the method by which funds will be solicited and used to better the people the institution serves.

Mission Statement Tips

As you set about to write your mission statement, here are some tips to consider:

- Don't use history as an opener, and leave out as much history as possible. The story of the institution is NOT its setting point. Focus instead on how the foundation programs will benefit donors as well as clients.
- Don't focus on the perpetuation of your institution in your mission statement. People give to people, not to institutions. Emphasize the opportunities your institution provides, not the resources it needs. How will the world look if you do or do not accomplish this project? As Henry Ford once said, "The highest use of capital is not to make more money but to make money do more for the betterment of life."
- Don't make promises you can't realistically keep. The statement and your fund-raising plans must include specific objectives for the use of the money you raise. State why your institution is a wise investment.

- Don't write by committee. Using clear, brief, logical arguments, convince, move, enthuse, and excite donors to believe in and support your mission. And re-evaluate your mission statement yearly. A progressive organization is not likely to be static. As projects, programs, and priorities change, the mission statement should also change to reflect the new direction of your organization.

Examples of a Clear Mission Statement

To create a successful foundation you need a plan, and the plan needs a vision which coincides with your college's long-range plan. These two elements need to be written down in a mission statement that inspires people to give to your institution. It is the medium for your foundation's message.

An excellent example of how a clear mission and vision statement can lead into a forceful foundation position is illustrated in Chaffey College's materials below:

Chaffey College Vision

We share a vision of student-centered, educational excellence and responsiveness to community needs that is manifest in quality teaching and student services, access to opportunity, and community involvement.

Chaffey College Mission and Commitment

1. Our mission is to provide comprehensive, student-centered community college education.

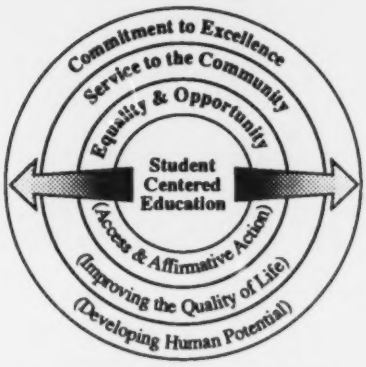
2. We are committed to developing equality by providing equal access to opportunity for our students, our faculty and staff, and the District we serve.

3. We also affirm our commitment to provide service to the community and to enhance the quality of life within the college district.

4. We are committed to excellence.

However succinct the above statements may be, they are illustrated even more forcefully by the following graph.

The College Mission



The graphic demonstrates that student-centered education is the core of the college and that everything else flows out of this focal point. Student programs are totally encompassed in an environment of equality and opportunity. Everything that the college attempts is wrapped in a commitment to excellence.

Foundation and College Missions Closely Linked

In a context of a clear vision and mission by the college, the foundation's mission then become very clear.

Chaffey College Foundation Mission

The mission of the Chaffey College Foundation is to provide the margin of support for the activities and programs of Chaffey Community College necessary to maintain an ongoing commitment to excellence in student - centered education and community service.

The above statements are not the end of the mission process, but rather the beginning of an intensive mission continuum. The continuum process eventually provides direction for college goal setting and the development of management performance objectives each year. A separate one-page document for each of the four mission areas is prepared that lists the specific purposes that relate to that aspect of the mission, the programs necessary to manifest that purpose, the strategies necessary to implement the programs, and finally the outcomes by which the programs and strategies can be measured. The mission and values statements are reaffirmed periodically and the continuum sheets are updated annually through a collegial process involving all levels of the campus and the foundation board of directors.

Pat Rasmussen is director of development at Citrus College and is past president of the Network of California Community College Foundations. James M. Anderson, Ph.D., is vice president for planning and development at Chaffey College.

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NETWORK OF CALIFORNIA COMMUNITY COLLEGE FOUNDATIONS

FOUNDATION DEVELOPMENT Abstracts

MEETING THE CHALLENGE: HOW TO GET A PLANNED GIFTS PROGRAM STARTED

Don Love, Ph.D.

In recent years, many community colleges have developed successful annual fund drives and balanced development programs. Few, however, have given adequate consideration to establishing planned gifts programs. All to often, this is due to the complex, legalistic language found in literature and materials that are difficult to understand.

Although the language is technical and the calculations require legal and accounting assistance, the development officer or foundation director does not need to be a lawyer or accountant to grasp the fundamentals and start the development of a planned giving program at the institution.

Each college has a unique and complex community. Each educational institution has its own particular strengths. Therefore, it is well to remember that planned giving programs may not be appropriate for every community college foundation. The institution should have an impressive history of service and performance that can be expressed effectively in a case statement and, as a result, attract large endowments and gifts. It is recommended that the college or foundation have a strong annual fund program and have established its worth in the community before starting a planned giving program.

Market for Planned Giving

Research reveals that the potential market for your foundation or institution should approximate 1 to 2% of your constituency, depending on the relative wealth. The total of charitable bequests in the United States averaged $3 billion to $5 billion over the last ten years.

Historically, only 40% of colleges and universities in the United States show results in life income gifts. Planned giving techniques are underutilized because the general public and their advisors lack knowledge. The lack of sophistication in estate planning results in an estimation that 80% of the population who are not college graduates *do not* have wills—60% of college graduates *do* have wills.

The planned gift solicitation process is lengthy. One expert estimates that closing a planned gift takes two years or six visits—whatever is longer. Therefore, if you delay getting started, you risk losing many significant gifts.

Definition of Planned Giving

By utilizing tax, financial, and estate planning techniques a donor can make a substantial gift commitment to your institution which provides significant tax and financial benefits for the donor.

Through the use of planned giving techniques, the gift is often greater than the donor may have previously considered, because the benefits may dramatically reduce the net cost of the gift.

Creative use of planned giving techniques can be tailored to meet the giving needs of the donor as well as those of the institution's programs. A donor's personal satisfaction is increased because a larger gift is possible and the donor experiences the implications of the gift during a lifetime.

Types of Planned Gifts

Cash is a frequently used asset for all forms of charitable gifts.

Marketable Securities are gifts of highly appreciated securities which may be given with substantially reduced after-tax cost.

Real Estate is frequently used to make charitable gifts due to the rapid escalation in value and capital gain exposure.

Tangible Personal Property is used because of the rapid appreciation of collectibles. Special regulations may apply.

Life Insurance Policies are no longer needed for family security and are good sources of charitable gifts.

Assignment of Trust Income. Some donors may have limited capital but can assign an income interest to your institution.

Charitable Gift Annuity. The institution receives corpus of the gift immediately, the donor receives a fixed income for life. The donor gives an irrevocable gift of money or property. The assets of the foundation or college back this annuity in addition to the donor's gift. This annuity is helpful to the smaller donor and is easier to write.

Charitable Remainder Annuity Trust. Donor receives a fixed income from a charitable trust. If the trust earns more than the amount paid to the donor, the excess is added to the principal of the trust. If the trust does not earn enough to meet the fixed payments, the balance needed is taken from the principal.

Charitable Remainder Unitrust. Donor receives variable income from a charitable trust. At the death of the donor and any designated beneficiaries, the value of the trust goes to the institution.

Charitable Income (Lead) Trust. A lead trust pays income to the institution, and the trust principal reverts to the donors or passes to their heirs at the end of a designated period of time.

Pooled Income Fund. Donor receives a life income from an investment fund composed of donor's gift pooled with

other gifts. The institution receives the remainder. The foundation or college must be qualified by the Internal Revenue Code to establish a pooled income fund. Legal advice is recommended.

Gift of Resident With a Retained Life. The donor transfers title to the institution or foundation, but reserves the right to use and enjoy the property for life.

Gift By Will. Donors of modest means, as well as the wealthy, can make gifts from their estates by Will. All of the forms of trusts and life income gifts can be established by Will. Donors with family members can make a gift by Will, should the family members not survive the donor.

Purpose of Gifts

Current operating expenses of the institution may be the purpose for outright gifts. Gifts may be given for capital projects, since funds are received at a time in the future. Endowments may be supported through life income gifts and bequests. Life income gifts and bequests usually are for restricted purposes.

Getting Started

Donors will, in most cases, look to the college or foundation for guidance in choosing the planned giving technique best suited for their purpose. The prospects will usually be near the point where they need to ensure that their final desires will be fulfilled. The role of development officer or director is to help the donor define his or her wishes and translate them into plans and a decision to make a gift.

One approach to establishing a program is to hire a consultant experienced in planned giving. However, a review of literature from CASE and comments from various planned giving experts reflect a number of steps that are helpful in starting a planned giving program without the consultant:

1. Provide free estate planning seminars. Prospective donors who do not know how to begin planning their estates will be attracted to these meetings and will want to keep current on the latest procedures and tax regulations.

2. Publish a planned giving newsletter. Creative ways to give and the tax aspects of giving should be discussed. Send this publication to all major donors, alumni over the age of 50, and older prospects who have made only modest donations.

   Include a reply card for readers who might want to request further information and to tell you of provisions they have made to include your institution in their plans. After the newsletter increases the readers awareness of the advantages of planned giving, the replay card will product leads to new donors.

3. Your annual fund drive reply envelope is a good place to include several sentences that asks donors if they have included your institution in their estate plans. Be sure to give annual fund donors a change to request information about planned giving—bequests and trusts.

4. Start a series of free estate planning seminars that appeal to prospective donors who do not know how to write a Will, or how to make a substantial gift to your institution. Start with using attorneys, accountants, bank trust officers, insurance agents, and personal financial planners. Discussion might cover life income gifts, how to provide a bequest, procedures for transferring securities to your institution, and the tax laws for deducting charitable contributions.

   Give those who attend the seminars an outline of the speakers' presentations and other written materials to remind them of the planned giving opportunities at your college.

5. Try to simplify the process for establishing life income gifts. You might have an experienced attorney provide sample trust or annuity documents for the donor's attorney to review and approve as the donor prepares to make a gift. At your institution's expense, you might make this attorney available to confer with the donor's lawyer.

6. Start cultivation visits as a result of mailings and requests for more information from persons who attended the seminars. Planned giving is a face-to-face process that can start with a personal visit in the home of a prospect. However, it may take months or maybe years before obtaining the gift. Be patient. Be prepared to answer questions and keep the needs of the donor as your primary consideration.

7. A planned giving program requires an office support system. Confidentiality must be honored. Accurate record keeping and accounting are necessary. As with all gifts, prompt acknowledgement of the gift is important. Give the success of your planned giving program publicity at every opportunity—make it a part of your annual report that is mailed to your donor list.

8. Donors themselves are effective door openers and may be used as speakers and organizers of small meetings where they can talk about the flexibility of gift arrangements and recount how they tailored a gift to their own needs or situation. These meetings will raise the awareness of planned giving and prompt any outright gifts.

These suggestions on how to start a planned giving program cover only a small number of recommendations that will assist the foundation director in starting what is considered one of the most productive fund-raising techniques existing today. Planned giving is a tremendous opportunity to provide service to your constituents and raise money for your institution.

Dr. Love is Vice President of Administration at Los Angeles Pierce College.

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NETWORK OF CALIFORNIA COMMUNITY COLLEGE FOUNDATIONS

FOUNDATION DEVELOPMENT Abstracts

WRITING FOR DOLLARS: PROPOSALS TO FOUNDATIONS AND CORPORATIONS

Ann Ransford

Introduction

Each year foundations and corporations receive stacks of proposals from numerous organizations for many worthwhile projects. Foundations have limited funds and they desire to use them for projects that will have the greatest impact. Foundation grants represent venture capital for the purpose of solving community problems and/or improving human conditions. Foundations fund organizations that provide them with viable solutions and quality proposals. Which proposals do they choose and why? The following tips will help you increase your chances of successful grantsmanship. Before you pick up the phone, take pen in hand, or leap to the computer to start writing, the following issues should be addressed.

Competition

The competition for grants is intense. Think about the causes that need funding—the homeless, victims of child abuse, the unemployed, drug abuse programs, literacy, disease research, the arts, and the environment to name a few. You are in a competitive market, and you must package your proposal to sell and be ready to sell it with knowledge and enthusiasm.

Four Elements of Success

The following four elements are essential to accomplish a successful grant:

- A viable plan
- Research
- Access to the decision maker
- Follow through

At the root of successful fund raising is a good organizational plan. A vision of where the organization is going and what it plans to accomplish in the future. All proposed projects should fit into the plan and be well thought out with strong probability of success. Program reviewers can detect vague undeveloped ideas. In addition, it is difficult to sell, either verbally or in writing, a project that you do not fully understand or cannot clearly describe.

Research encompasses a variety of issues. You must know the foundation or corporation's areas of interest. In the case of foundations, in general, the fields of interest are limitless; however, each foundation has its own set of funding priorities. Corporations, on the other hand, are interested in areas such as exposure, expanding opportunities, or benefits for employees such as training.

Four Elements of Success Continued

You must also know about each funding source's specific requirements. For example, what is the format for application, to whom do you send the proposal, do they require written support from a district or local manager, what are the geographical areas in which they fund, are there deadlines? What is the correct spelling and title of the individual? I know of one program officer who refuses to fund any applicant that misspells her name.

Other research issues include what type of organizations and projects have they funded in the past, and do they have a history of funding in this area? Many of these questions can be answered by studying the annual report. Other resources include foundation directories, foundation libraries, organization's IRS 990 form, and asking questions directly of the funding source.

Most successful grants have involved a close relationships between the recipient and the source. How do you develop this relationship?...through all your contacts. If you are involved in the community, you should always be on the lookout for potential funders. Board members or community leaders often can be your entries or referrals from foundations or corporations that have funded you in the past. Be very careful about contacting board members of foundations where you are seeking funds. Some request, specifically, that this not occur.

Follow through is one of the most essential ingredients of success. When you make contact with a potential funder, you are being judged. Remember that these funders want to make solid investments in the community with services provided by quality organizations. Do what you say you will do with no exceptions. Return phone calls, get the proposal in by the deadline, and respond to requests immediately.

Use The Telephone

The phone is a tremendous tool. It provides you the opportunity to get to know someone and develop a relationship, so use it wisely. Do your homework before contacting potential funders. Don't ask time consuming questions if you can get the answers yourself. For example, what is your address, who have you funded, how much money

should I ask for? Do ask concept questions about your proposed solution. Be aware of the voice on the other end—if the person seems hassled—volunteer to call back. Don't talk about yourself or provide endless details about your organization unless asked. Listen for clues and be organized.

The Written Proposal

After you have researched the prospects and developed an attractive project, you are now ready to write your proposal. Most foundations and corporations prefer a one- or two-page overview or executive summary outlining the organization's purpose, the specific request, and the justification for the project. The content of the proposal may vary; however, in all proposals there is certain standard information that should be included. This information includes a brief statement about the organization's background, purpose of request, short- and long-range plans, the budget, and list of other funding sources. Attachments are used for other information, such as the list of Board of Directors, verification of tax-exempt status and background information.

Background

This section of the proposal presents statistical information about population served and discusses the goals and objectives of the organization. It describes current activities, accomplishments, and describes specific conditions or history unique to the project. It should also include information about support you received from community or other organizations and explain your fiscal management capability and experience.

Purpose of the Request

The statement of purpose should include the target population to be served and the problem that will be addressed. Information should be based on research and support and the documented problem or need. It is important to make a logical connection between your organization's background and the problems you intend to solve.

Program Objectives and Results

This area of the proposal is presented in outline form. It states each objective in measurable terms.

Method and Program Plan

This segment of the proposal includes information about the rationale for selecting the particular program plan. It further describes the activities, tasks, events, and staffing necessary to accomplish intended results. It presents an orderly sequence of events over a specific time frame.

Evaluation

Specific criteria should be described for monitoring and evaluating the project. Describe methods for keeping the project on target and how to determine if you have met your objectives.

Future Funding

It is important to let a funder know how you plan to continue the project after the grant is expended. Identify additional funds needed and the source of these funds. If the project can generate income through fees for services, this is usually viewed positively.

Budget

Proposals must include a budget that outlines both administration and program costs. The budget should reflect the costs for the project, not only the general operating budget. Budgets should be structured in columnar form, listing the expenses on the left and the dollar amount in the right column, and should follow general accounting principles.

Cover Letter

A cover letter should always accompany a proposal and must be addressed (by name) to the individual responsible for the funding program. Here is the opportunity to summarize and to present information that didn't fit anywhere else in the proposal. In addition, you can indicate your support by the person who signs or co-signs your letter. This person should be in a position to speak with authority about your organization. Include a phone number for future contact.

In conclusion, if your written proposal is concise, well organized, and understood by the reader and you have given attention to your competition, have a viable plan, researched your prospects, identified the decision maker, and you continue to be persistent and enthusiastic—you have excellent odds for success.

Ann Ransford is Executive Director of the Glendale College Foundation, Inc., Glendale, California and NCRD Director, Region IX.

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FOUNDATION DEVELOPMENT Abstracts

MAJOR GIFTS OR "HOW TO LAND THE BIG ONES"

Richard P. Codd

The "Big One"

One of the most gratifying experiences of a life time can be the direct involvement and participation in securing a major gift for your college. The long hours of research, the careful preparation, and finally the presentation and donor commitment pay tremendous dividends to all involved. The president of the college sees his investment in the Foundation gratified, the Board members involved have a keen sense of accomplishment, the Foundation staff comes to the realization that hard work pays off, and the life of a fund development director is really worthwhile. Of the more than 200 individuals and firms who have contributed over $50,000,000 through major gifts to causes with which I have been associated, all have expressed pleasure for their action with some stating it was the most gratifying experience of their life. Over my years in the development field, I have developed the following plan in my quest for major donors. The plan will work for you if you work it.

Preparation and Research

Securing major gifts for your college Foundation requires careful research and preparation. To be successful you must know your own programs and goals and have a carefully prepared and documented written plan for your project. It is also essential to have a thorough knowledge of your prospective donor's background, interest, and gift potential. Planning your approach to your donor prospect is similar to planning a fishing trip. Do you have the right kind of tackle and bait? Have you researched your prospect? Is your timing right?

Who are Your Prospects?

First, you should look to your foundation's immediate family. These would include Board members, faculty, alumni, and current and past donors. The most successful fund development programs are based on obtaining substantial support from those directly involved with the organization. Once a good donor base has been established, you can reach out for major support from businesses, corporations, and individuals in your service area.

Where to Find Major Prospects

Board references and contacts, friends of faculty, news stories of major gifts, Foundation library, and a close review of past donor lists will bring forth a wealth of prospects. Preparing a ten-most-wanted list helps you concentrate on the best prospects. When a major donation is received or a contribution refused, a new prospect is added to the list. Developing major gift prospects is a continuing effort.

A profile sheet should be prepared listing the ingredients that establish a key prospect. Board members, key faculty, existing major donors, and staff should be a part of the prospect research team. Completed profile sheets should be submitted to the major gifts committee for review and approval.

The major donor profile sheet should include family and business background, record of philanthropic giving, areas of interest, gift potential, and name or names of best personal contact.

Preparing the Presentation and Making the Call

Once you have determined the donor's interest and gift potential, you should prepare a personalized written and pictorial presentation for greater effectiveness. Selecting the right team to make the call is critical to success. An individual who is known and respected by the prospect should head the presentation team with staff back up. When making a corporate or business call, always see the decision maker. On personal calls it is usually best to include the spouse in the presentation. When to call will depend on the prospects convenience, preparation of proposal, and the availability of the team. It must be stressed that nothing happens until somebody asks for the order or, in this case, the donation. Many major gifts have been lost because of lack of follow through and when no one has ever actually asked for the gift. Major gifts or pledge commitments are seldom obtained on the first visit. Always leave the door open, and set a date and place for a return visit. Send written communication to the prospect after each visit. A turn down on the first visit is not necessarily a turn off. Date these prospects, put them on the back burner, and go back after a reasonable time with a new team and a new approach. Like fishing, when you get even a slight nibble, keep your line in the water.

Pitfalls Along the Way

Through poor communications, we sometimes misjudge the donor's area of interest. This can be avoided by taking the donor on a tour of the campus and carefully listening to the prospect's remarks and concerns. Sending the wrong person to ask for the order can lose a major gift. This can be avoided by educating team members on how to make the presentation and by role playing prior to the initial visit.

If there is any evidence the prospect has had an unhappy experience with the college such as parking ticket, poor reception, or other misunderstanding, be sure to have the situation clarified to the prospect's satisfaction before proceeding. Again, like fishing, avoid the wrong tackle, leaky boat, and bad weather.

Record Keeping Essential

Vital to a continuing successful fund development program is proper record keeping. In today's computer-oriented world there are many excellent software packages to help you maintain donor profiles, prospect lists, and all other factors necessary to your development program. A complete updated profile on each major donor and donor prospect will provide you a systematic method for call back, birthday and anniversary greetings, and reminders of pledge payments. It will also serve as a reminder for thank you letters when indicated. A good computer with printer and selected software is an essential tool for a successful fund development office. In addition to good record keeping, being able to prepare your major donor proposals, invitations, newsletters, and labels will be very cost effective. It is a good practice to review your complete donor list periodically. Many times, with proper research and cultivation, donors with a record of annual giving of $100 to $500 have been converted into major donors. Again, as in fishing, to be successful you not only have to have the best possible equipment, but you must also learn to use it to its maximum effectiveness.

Recognition and Appreciation

Of all the factors essential to a successful fund development program, recognition and appreciation has a major role. The thank you card to acknowledge all smaller donations and the personalized letter for donors of $100 or more should be carefully prepared and periodically reviewed to avoid being dated or formalized. On donations of $1,000 or more, having key members of the board send personal notes of thanks can be very effective to encourage future support. Certificates for annual givers, plaques, or trophies for President's Circle or Founder's Club members are valued methods of recognition and should be carefully planned and researched both from a cost standpoint and donor acceptance. A well-designed plaque or trophy for home or office will serve as a conversation piece for your donor to encourage others to become involved.

Media Stories

News stories about donors and their contribution not only help to recognize the donor but will also serve to possibly stimulate others to contribute. Usually such stories have to be well planned to be accepted by the media. Why the individual has decided on a major gift, the purpose of the gift, and personal information on the donor all can be developed into a human interest story to capture the media's attention.

Donor Wall

A permanent well-designed wall should be a requisite for any ongoing college fund development program. There are several firms who specialize in design. Construction and maintenance of donor recognition walls. Location to obtain maximum exposure, durability, and proper categories for major gifts with room for expansion should all be a part of your research. As your program grows, it is possible and desirable to consider additional walls for special buildings and projects on campus.

Naming Buildings and Facilities

Look on any university or college campus that has a successful fund development program, and you will find the campus buildings and facilities bearing the names of major donors. To establish the dollar value to be placed on buildings for donor gift opportunities, several factors should be considered:

- Actual cost of building
- Location for donor recognition
- Purpose of building
- Other factors effecting donor interest

In my experience, rarely have major donors refused recognition. Pointing out to the donor that proper recognition of their gift will encourage others to contribute will usually persuade the reluctant donor. Proper recognition and appreciation of all donors is the cornerstone for a successful and lasting development program.

Summary

In summarizing how to secure major gifts, the following key steps are essential to success:

- Locate and research prospects
- Get prospects involved and informed
- Prepare personalized presentations
- Making the call a team effort
- Ask for the gift
- Record keeping vital
- Follow up on all fronts
- Recognition and appreciation

Seeking and obtaining major gifts for your college is a team effort. To be successful, it is essential to have the full support and involvement of the college president, a strong and dedicated Foundation Board, a well-informed faculty, and an enthusiastic and knowledgeable Foundation staff whose full-time responsibility is fund development. Like in fishing, it takes research, the right equipment, locating the prospect, and patience and follow through to land the BIG ONES. Good fishing!

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Foundation Development Abstracts is published by the Network of California Community College Foundations. For further information or additional copies, please contact Jim Anderson at Chaffey College, 5885 Haven Ave., Rancho Cucamonga, CA 91737-3002, or call 714/941-2112.

NETWORK OF CALIFORNIA COMMUNITY COLLEGE FOUNDATIONS

FOUNDATION DEVELOPMENT Abstracts

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